

Ensure that there is common coordination mechanism for tourism resilience building and crisis management at the highest administrative level of the country, even if the competences are at regional/local level, including policy steering, financial support, skills development, and communication alignment towards international audiences

Level	National, Regional and Local
To whom is directed	National Tourism Authorities (NTA), Regional Tourism Authorities (RTA)
Who should be involved?	National Tourism Organisations (NTO), Regional and Local Destination Management Organisations (DMO)
Time bound	Short-term
Effort	Moderate Effort

Why?	<p>The distribution of responsibilities of developing, promoting, and regulating tourism varies across EU countries. It depends on factors such as the system of government, the importance of tourism in the economy or the nature of tourism demand. The best model from an institutional perspective depends on a country's specific context, goals, and priorities, with each approach offering unique advantages.</p> <p>Nevertheless, our analysis suggests that NTOs (or Regional Destination Management Organisations, where regional autonomy exists) - at the highest administrative level of destinations - with responsibilities encompassing both operational and promotional roles, are better positioned to build resilience and crisis preparedness to effectively support the tourism ecosystem.</p> <p>These organisations with broader responsibilities tend to be more agile and efficient, as they can manage a wide array of resources and streamline coordination efforts. They can develop deep understanding of the industry's needs, challenges, and opportunities, placing them in a privileged position to 1) help policy makers to shape better policies/initiatives and 2) support the successful implementation.</p> <p>This comprehensive approach allows them to develop and implement long-term strategies more effectively, covering the entire spectrum of destination management. It also eases coordination with only one contact point for operational and promotional tourism development./</p> <p>Considering the privileged position of NTOs (or regional DMOs, where regional autonomy exists) within the ecosystem and the results of our analysis, it would be important to ensure these organisations have a strong operational and promotional mandate to coordinate key activities in resilience building, crisis preparedness and management.</p>
------	---

Ensure that there is common coordination mechanism for tourism resilience building and crisis management at the highest administrative level of the country, even if the competences are at regional/local level, including policy steering, financial support, skills development, and communication alignment towards international audiences

High-level
implementation
steps and
options

Ensure the scope of NTOs (or regional DMOs, where regional autonomy exists) includes the following areas

- **Engagement in policy development:** increasing their collaboration with policy makers (NTAs, RTAs) to ensure that the interests of the tourism ecosystem are well-represented and aligned with broader national goals. This involves 1) constant monitoring of the results of the implementation of policy and 2) constant contact with the industry - to collect feedback and suggest improvements to policy makers.
- **Destination Management & Product Development:** overseeing 1) coordination across different bodies and ensuring synergy in implementing tourism policies; 2) the management and development of tourist destinations, including conservation of natural and cultural heritage sites; 3) product development and tourism offers.
- **Financial Support:** managing financial support instruments. Implementing and monitoring funding for regional and local tourism organisations and for companies within the tourism ecosystem. NTOs (or regional DMOs, where regional autonomy exists), by actively participating in the funding process, can play a crucial role in ensuring that the financial resources are distributed efficiently and effectively to support the growth and development of tourism destinations and businesses. They should also support the ecosystem by seeking out and applying for other funding opportunities (e.g., EU funding opportunities).
- **Skills development and Training and Education:** Provide support (e.g. information on key skills needs) for training programmes and educational initiatives aimed at improving the skills and knowledge of tourism professionals and at reskilling/upskilling personnel to work in tourism. Collaborate with organisations managing tourism education (vocational schools and higher education)
- **Technical Assistance:** Provide technical assistance for tourism ecosystem actors (local DMOs, tourism businesses) to enhance tourism products and experience, and to follow national/regional strategic objectives for tourism development and crisis management
- **Market Research and Intelligence:** Conduct market research to identify target markets, consumer preferences, and emerging trends in key source markets, from the perspective of the highest strategic level of tourism management. Monitor global tourism trends, competitor destinations, and consumer behaviour to inform about marketing and promotional strategies.
- **International Marketing:** Promote the country or region as a tourist destination through international marketing campaigns, trade shows, and promotional activities, collaborating with the European Travel Commission.



Ensure that there is common coordination mechanism for tourism resilience building and crisis management at the highest administrative level of the country, even if the competences are at regional/local level, including policy steering, financial support, skills development, and communication alignment towards international audiences

High-level
implementation
steps and
options

Formalise NTOs (or regional DMOs, where regional autonomy exists) as the resilience building and crisis management coordinators within the destination geography

- Formalise the role of NTOs (or regional DMOs, where regional autonomy exists) as coordinators of the efforts to increase the resilience and crisis preparedness of the destination, as well as to coordinate crisis management efforts, especially in crisis events with potential impacts across several local or regional destinations.

Strengthen NTOs' (or regional DMOs, where regional autonomy exists) internal structure with the following structures focused on crisis management, linked with the horizontal tourism development governance structures

- **Tourism crisis management committee**, which defines, manages, and monitors resilience building and crisis preparedness activities, including the development and update of the destination crisis management plan. This committee should establish and coordinate necessary collaboration structures with tourism organisations at different levels, relevant governmental agencies, industry associations and other relevant stakeholders to establish robust crisis management frameworks and protocols. They can ensure resilience building and crisis preparedness and that information flows efficiently by fostering partnerships and knowledge-sharing networks, enabling timely decision-making and coordinated responses in times of crisis.
- **Risk assessment & monitoring team**, which can be integrated into the market research and intelligence team, will establish early warning mechanisms and perform risk sensing, monitor, and analyse data to provide insights for the tourism ecosystem and support decision-making.
- **Crisis response task force**, to be activated when a crisis hits, to coordinate the ecosystem crisis management efforts. This team can swiftly transition into response mode, leveraging the committee's established networks and resources to provide immediate support to affected stakeholders



Ensure that there is common coordination mechanism for tourism resilience building and crisis management at the highest administrative level of the country, even if the competences are at regional/local level, including policy steering, financial support, skills development, and communication alignment towards international audiences

High-level
implementation
steps and
options

Assess current capabilities of the NTO (or regional DMOs, where regional autonomy exists) and ensure they are up to date with current challenges

- Review the set of competencies, skills, and resources necessary for personnel supporting tourism at the highest operational destination level.
- Allocate resources and funding to build the capacity of the NTOs (or regional DMOs, where regional autonomy exists), considering needs for skills, human resources, technologies, or access to data.
- *Develop internal procedures and provide training to staff so that they are better equipped to deal with crisis situations*

Review regulatory frameworks to broaden mandates and ensure agility

- Review the regulatory framework, and if needed, strengthen the role of national/regional tourism organisations with a mandate which provides support to the tourism ecosystem at their level with sufficient administrative autonomy.
- Ensure that the legislative framework provides the necessary authority and resources for effective crisis management.
- Provide legal and regulatory backing to their activities, secure adequate funding, and ensure the necessary resources and tools.
- Support the simplifying of procedures in order to provide agile and flexible ways for these organisations to efficiently adapt to changing circumstances in their operations and how they support the DMOs within their territory.